



State of Missouri
Department of Public Safety

Game Plan

Fiscal Year July 1, 2013 - June 30, 2014



Executive Director's Message



It is said that if you want to hit the target you must aim for the bullseye. That's what FY 2014 will be all about – aiming for the center of the four main goals that determine our collective direction.

First we will continue defining and refining our promotion of a Veteran Centered Culture. This means placing the Veteran in the center of all we do in the Cemetery, Homes, and Veteran Services Programs. When you read the goals of the Program Directors for this year, you'll see that we are moving solidly in this direction.

Second, we have again committed to being deliberate in our relationships with our service partners. Supporting one another and working toward continued efficiencies will be the minimum standard as we move forward. We have pledged to do all we can as a team to get the message out to Missouri Veterans: See a Veterans Service Officer, Sign up for VA Health Care, and Join a Veterans Service Organization.

Third, we will continue to look for ways to expand outreach to Missouri's Veterans. Without additional resources, we will continue to leverage technology to do more. We also have expanded our outreach mission within all three of our major programs so that everyone in the Missouri Veterans Commission is part of outreach.

Finally we will do all we can to achieve ongoing financial sustainability by July 2014. We will aggressively search for ways to control costs and increase revenue. We will once again work closely with our elected officials to insure that we are as efficient and effective as we can be with the resources we have.

2014 will be a year of hard work and great reward. Let's aim for the bullseye!

A handwritten signature in black ink, appearing to read "L. D. Kay".

Larry D. Kay
Executive Director
Missouri Veterans Commission

Who We Are

The Missouri Veterans Commission as established by RSMo Chapter 42, is tasked with the sacred honor and duty to “aid and assist all veterans and their dependents and legal representatives, who are legal Missouri residents or who live in the state of Missouri, in all matters relating to the rights of veterans under the laws of the United States and under the rules and regulations of federal agencies, boards, commissions and other authorities which are in any manner concerned with the interest and welfare of veterans and their dependents.”

VISION

Support our Veterans: past, present and future.

Past:

Missouri has a rich history of supporting its Veterans. In the 1890's two Soldier's Homes were opened for Union and Confederate Veterans with each home having a Veterans cemetery. In 1931, legislation was passed establishing the first State Service Officer to oversee benefits provision to Veterans. Even though World War I, World War II, Korea, and Vietnam have ended, we are still paying the cost for those wars. Veterans, spouses, and dependents from those eras are still receiving benefits that are owed to them. In fact, according to the U.S. Department of Veterans Affairs, spouses and dependents from the Spanish-American War are still receiving benefits, 109 years after that conflict officially ended.

Present:

Today the commission supports Veterans through seven Veterans Homes, six Veterans Cemeteries, and 44 Veterans Service Officers. We also enjoy a great relationship with Missouri's Veterans Service Organizations who have an additional 38 Service Officers assisting Veterans. Our partnerships and connections with these organizations as well as the VA, our elected officials, and other interested parties further insure that Veterans are receiving the support they deserve. As we continue to enroll Veterans, their spouses, and their dependents, we are seeing a change in the types of benefits and services needed by our more recent Veterans. We are aware of the shift in needed benefits and we remain committed to properly guide Veterans to the most appropriate source of services.

Future:

We will support all actions and efforts to ensure that the needs of future Veterans are met. We recognize that future services provided will change to meet new needs not yet considered. The ongoing discovery of new presumptive conditions for Vietnam Veterans, the unique needs of Global War on Terror (GWOT) Veterans, and needs that will most certainly arise from new conflicts not yet considered will lead to changes in the way we will provide services in the future.

Who We Are

MISSION

Provide Veterans with timely benefits assistance, skilled nursing care and a final resting place with honor.

Timely Benefits Assistance:

82 Veterans Service Officers (44 through MVC and 38 through the Veterans Service Organization grant program) assist Veterans and their families throughout the state with benefit information and claims assistance. The VSOs help in preparing forms, submitting applications, answering VA letters, and providing follow-up on claims for VA benefits. The commission also has four specialized outreach initiatives focusing on the unique needs of certain Veterans: Women Veterans, Minority Veterans, Incarcerated Veterans, and Returning and Current Active Duty Service Members. We also employ a Veterans Ombudsman who works with unusual and extraordinary issues faced by Veterans, Service Members, and their families.

Skilled Nursing Care:

Our seven Missouri Veterans Homes operate 1,350 long term skilled nursing care beds in compliance with Federal Department of Veterans Affairs regulations. Each Missouri Veterans Home employs a licensed nursing home administrator, has registered nurses on duty 24 hours per day, and provides physician care and many other specialized care services. The seven homes are located in the cities of Cameron, Cape Girardeau, Mexico, Mt. Vernon, St. James, St. Louis, and Warrensburg.

Final Resting Place With Honor:

With the philosophy to honor our Veterans in perpetuity for their service and sacrifice, we have created a cemetery network so that every Missouri Veteran and eligible dependent will have reasonable access to a Veterans cemetery. There are five cemeteries located in or near the cities of Bloomfield, Higginsville, Fort Leonard Wood, Jacksonville, and Springfield. A sixth cemetery, located in St. James is closed to interment.

VALUES

Represent the core of who we are and guide us in accomplishing our Vision and Mission.

Service - We focus on exceeding our Veterans expectations

Knowledge - We are experts in meeting Veterans needs

Quality - We strive for optimal outcomes in every situation

Dignity - We respect the sacrifice of our Veterans

Integrity - We match our actions to our words

Honor - We uphold our Veterans: Past, Present & Future

Compassion - We are privileged to care for our Veterans

Loyalty - We stand beside our Veterans forever

FY 2013 Successes

Fiscal Year 2013 was both a year of continuity and transition for the Commission. We had numerous operational successes resulting from the continuity of our direction. We also ended the year with lessons learned from the transition of our first year of dedicated funding for our Homes Program.

Specific successes in 2013 include:

Promote a Veteran Centered Culture within the Missouri Veterans Commission

- Developed and implemented a Veterans Centered Care Best Practices Manual in the Homes Program
- Achieved the “Excellence in Appearance” Award at the Jacksonville Veterans Cemetery
- Recognized by the Veterans Benefits Administration as 4th in the nation in submitting Fully Developed Claims
- Increased pension, benefits, and compensation for Missouri Veterans to almost \$1.2 billion

Develop and implement mechanisms with our service partners to communicate, coordinate, cooperate, and collaborate (C⁴).

- Deliberately executed the 2013 Game Plan
- Worked directly with the Missouri Association of Veterans Organizations (MAVO), the U.S. Department of Veterans Affairs, and Missouri Student Veteran Organizations to conduct an on-line Veterans Survey
- Coordinated our organizational direction with VA Health Care, Veterans Benefits Administration, and the National Cemetery Administration
- Cooperated and collaborated in numerous outreach events

Expand our Veteran Outreach Horizon

- Maintained a formal presence at the state conventions, district meetings, and local posts of Veterans Service Organizations
- Developed a Directory of Student Veterans Organizations
- Successfully executed the 2013 Grants Program
- Increased the use of our Facebook page with event notifications and special event postings

Achieve Financial Sustainability by July 2014

- Implemented numerous cost cutting strategies that did not affect quality
- Worked to maintain our Homes funding balance between VA Per Diem, State Support, and the Veteran’s Contribution
- Submitted a Rules Change to the Secretary of State’s Office to establish a priority system for admission to Missouri Veterans Homes
- Continued working closely with our elected officials to ensure full funding

Strategic Direction FY 2014

For Fiscal Year 2014, the Missouri Veterans Commission will utilize four strategic goals as a continuation from FY 2013.

- Promote a Veteran centered culture within the Missouri Veterans Commission
- Develop and implement mechanisms with our service partners to communicate, coordinate, cooperate, and collaborate (C⁴)
- Expand our Veteran Outreach Horizon
- Achieve financial sustainability by July 2014

Executive Director's Intent

Promote a Veteran centered culture within the Missouri Veterans Commission

1. Continue to expand Veterans centered care, family communication, and service efficiency in the Homes Program to include development of plans to implement electronic medical records and anti-wander systems in each of our homes
2. Continue to offer a personalized pre-certification process, family service, and achievement of Excellence in Appearance Awards in the Cemetery Program
3. Continue to increase participation in the Fully Developed Claims process and expedite benefits to Veterans and their families to include developing a plan to implement a Veterans Service Claims system capable of submitting electronic claims

Develop and implement mechanisms with our service partners to communicate, coordinate, cooperate, and collaborate (C⁴).

1. Communicate our Mission, Vision, and Goals
2. Coordinate our planning and schedules
3. Cooperate in joint events
4. Collaborate on strategic direction

Expand our Veteran Outreach Horizon

1. Continue to have a formal presence at State Veterans Service Organization Conventions and VA Planning meetings
2. Share the results of the State Veterans Survey with our service partners and work with them to develop and implement a joint action plan
3. Develop a one-on-one relationship for each Student Veterans Organization with a Veterans Service Officer
4. Work with MAVO and the U.S. Department of Veterans Affairs to develop "Missouri by the Numbers"

Achieve financial sustainability by July 2014

1. Implement cost cutting measures that do not affect quality
2. Implement revenue enhancements focusing on minimal impacts to Veterans and their families
3. Continue working closely with our elected officials

FY 2014 Budget

2014 Executive Director's Intent Goals:

- Achieve financial sustainability by July 2014

2014/2015 Program Goals:

- Pursue opportunities for additional funding sources
- Prioritize authorized spending
- Continuously update fund projections
- Work through budget process for FY 2015 (work closely with OA Budget & Planning and House and Senate Budget Analyst on projections)

Operating Appropriations Fiscal Year 2014			
House Bill Section	Fund	Programs	Amount
Section 8.170 - Administration, Veterans Services Program, Cemeteries	Veterans Commission Capital Improvement Trust Fund Home Fund Veterans Trust Fund	Cemeteries, Veterans Services Program, Central Office	\$4,805,948
		Central Office	\$647,345
		All Programs	\$23,832
			<u>\$5,477,125</u>
Total HB Section 8.170			
Section 8.175 - Veterans Service Officer Grants	Veterans Commission Capital Improvement Trust Fund	VSO Grants	\$1,600,000
Section 8.180 - Veterans Homes	General Revenue	Homes	\$0
	Home Fund	Homes	\$76,085,721
	Veterans Trust Fund	Homes	\$49,980
	Veterans Commission Capital Improvement Trust Fund	Homes	\$28,610
			<u>\$76,164,311</u>
Total Appropriations to MVC - HB 8			<u>\$83,241,436</u>
Section 13.015 - DPS Institutional - Homes Utilities	Veterans Commission Capital Improvement Trust Fund	Homes	\$2,786,011
Section 13.005 - Public Safety Leasing	Veterans Commission Capital Improvement Trust Fund	Veterans Services Program	\$124,913
Section 13.010 - Public Safety State Owned	Veterans Commission Capital Improvement Trust Fund	All Programs	\$113,342
Total Appropriations from MVC Dedicated Funds - HB 13			<u>\$3,024,266</u>
HB 5 - Fringe Benefits	Veterans Commission Capital Improvement Trust Fund	Cemeteries, Veterans Services Program, Central Office	\$1,541,327
HB 5 - Fringe Benefits	Home Fund	Homes	\$26,119,516
Total Appropriations from MVC Dedicated Funds - Fringe Benefits			<u>\$27,660,843</u>
HB 5 - OA ITSD	Home Fund	Homes	\$857,796
HB 5 - OA ITSD	Veterans Commission Capital Improvement Trust Fund	Cemeteries	\$38,980
Total Appropriations from MVC Dedicated Funds - OA ITSD			<u>\$896,776</u>
Total			<u>\$114,823,321</u>

Veterans Cemeteries Program

The Veterans Cemeteries Program oversees six state Veterans cemeteries, commemorating almost 150 years of military service, from the Civil War to the present.

Program Vision:

Provide our Veterans with a final resting place with honor.

Program Mission:

Promote public awareness about State Cemetery benefits; provide appropriate grounds, facilities and qualified staff; work effectively as a team to always place Veterans first; and ensure our Veterans, families and citizens are treated with dignity, respect, and honor.

2014 Executive Director's Intent Goals:

- Continue to assess Veteran population versus existing pre-certifications to target and expand outreach horizon for each cemetery
- Continue to refine best practices for personalized family service
- Continue to refine best practices for personalized pre-certification process
- Continue to ensure effective communication with National Cemetery Administration (NCA)
- Participate in NCA focus group for achievement of National Shrine Status

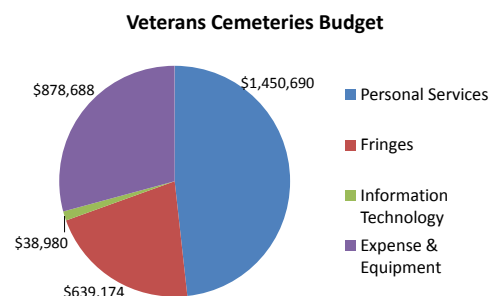
2014 Program Goals:

- Continue to refine personalized process for pre-certification
- Continue to refine personalized family service
- Work with NCA to formulate standards for state cemeteries to be eligible for National Shrine Status
- Closely monitor equipment replacement funding and focus on attainment of National Shrine Status

2014 IT Goals:

- Fully implement Faciliworks in all cemeteries
- Increase bandwidth
- Combine individual cemetery data bases into one data base

Missouri Veterans Cemeteries Budget FY 2014	
	Budget
Personal Services	\$1,450,690
Fringes	\$639,174
Information Technology	\$38,980
Expense and Equipment	\$878,688
Total	\$3,007,532



Veterans Homes Program

The Veterans Homes Program operates seven Missouri Veterans Homes with a total of 1,350 beds that provide long term skilled nursing care in compliance with 157 Federal Department of Veterans Affairs regulations.

Program Vision:

Be the premier provider of skilled nursing care for eligible Veterans in Missouri.

Program Mission:

Provide high quality skilled nursing care through appropriate facilities, grounds, and qualified staff; work effectively as a team, always placing the Veteran first; and ensuring our Veterans, families and citizens are treated with dignity, respect and honor at each Missouri Veterans Home.

2014 Executive Director's Intent Goals:

- Explore opportunities to increase efficiencies and decrease cost without affecting quality
- Continue to expand and implement the Veteran Centered Care Best Practices Manual throughout all seven homes
- Continue to build strong relationships with all Veteran Service Organizations

2014 Program Goals:

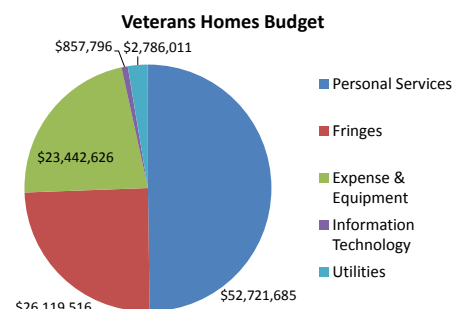
- Ensure a smooth transition from Accu-Med to Point Click Care by December 2013
- Establish a task force to explore the wants/needs of a complete Electronic Health Record by December 2013
- Ensure the Veterans in our homes are receiving all earned benefits by incorporating the Veteran Services Program in the Peer Review process
- Develop an empowered Careforce by utilizing an E-Learning System by June 2014

2014 IT Goals:

- Include IT in Electronic Health Record task force
- Establish security criteria for web based Electronic Health Records
- Purchase 30 tablets/laptops with Wifi/camera capabilities for Careforce training
- Develop a timeline for mandatory phone conversion for remainder of homes and estimated cost to the program
- Develop a priority list for Homes Program purchases

Missouri Veterans Homes Budget FY 2014

	Budget
Personal Services	\$52,721,685
Fringes	\$26,119,516
Utilities	\$2,786,011
Information Technology	\$857,796
Expense and Equipment	\$23,442,626
Total	\$105,927,634



Veterans Services Program

The Veterans Services Program provides benefits counseling and assistance to Veterans and their dependents. The Incarcerated Veterans Coordinator, Minority Veterans Coordinator, Women Veterans Coordinator, and Outreach Coordinator lead four specific outreach initiatives focused on contemporary Veterans issues.

Program Vision:

Ensure all eligible Missouri Veterans and dependents are receiving the Veterans benefits to which they are legally entitled.

Program Mission:

Provide outreach to and inform Veterans and dependents about their Veterans benefits, encourage those eligible to apply, successfully manage claims, and advocate for Veterans and dependents.

2014 Executive Director's Intent Goals:

- Establish an outline of Veteran Service Organizations conventions and VA planning meetings to ensure we have a presence at each event
- Have all Veterans Service Officers (VSO) reach out to Student Veterans Organizations in their areas of responsibility
- Attract, train and retain a quality workforce that provides opportunities for career progression
- Continue to evaluate, update, and modernize VSO regional office locations to provide a safe, accessible, private, environmentally comfortable and organized space
- Provide educational opportunities to ensure VSO's are continually kept up to date on Veterans benefits – invite all partner Veterans service organizations to participate in this process
- Identify, communicate, and collaborate with our service partners to continue targeted outreach for minority, women and incarcerated Veterans

2014 Program Goals:

- Assess need for increased VSO full time employees
- Assess need for increased Outreach Program full time employees
- Partner with the Missouri Veterans Home Program Peer Review process to ensure the Veterans in our homes are receiving all earned benefits
- Lead the nation in fully developed claims initiative
- Explore ways to increase outreach to the 500,000 Missouri Veterans with an emphasis on reaching out to returning OIF/OEF/OND military personnel as they transition to civilian life
- Successfully implement 2014 Grants Program

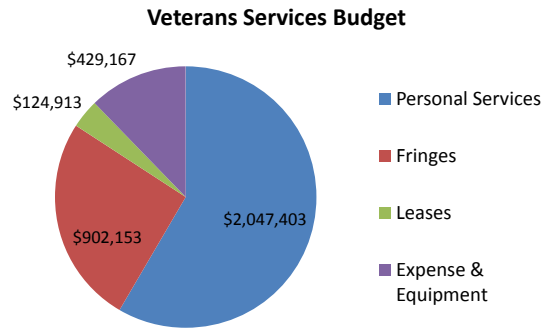
2014 IT Goals:

- Implement a Veterans electronic claims system compatible with Veteran Benefits Administration's paperless initiative

Veterans Services Program

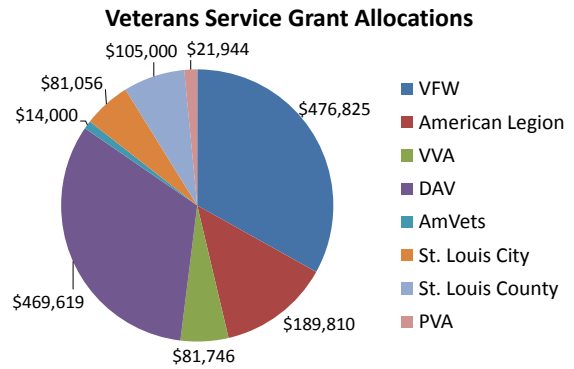
Veterans Services Program Budget FY 2014

	Budget
Personal Services	\$2,047,403
Fringes	\$902,153
Leases	\$124,913
Expense and Equipment	\$429,167
Total	\$3,503,636



Veterans Service Grant Allocations FY 2014

	Allocation
VFW	\$476,825
American Legion	\$189,810
VVA	\$81,746
DAV	\$469,619
AmVets	\$14,000
St. Louis City	\$81,056
St. Louis County	\$105,000
PVA	\$21,944
Total	\$1,440,000



Central Office - Construction

2014/2015 Goals:

- Complete construction of solarium and physical/recreational therapy additions at Mt. Vernon Veterans Home
- Complete construction of solarium, nurse call and fire alarm systems at St. Louis Veterans Home
- Complete construction of chapel at Cape Girardeau Veterans Home
- Complete replacement of nurse call and fire alarm systems at Cameron Veterans Home
- Replace nurse call and fire alarm systems at Warrensburg Veterans Home
- Renovate restrooms and nurses stations at Cape Girardeau Veterans Home
- Install anti-wander/security system at all Veteran Homes
- Major renovation to interior of St. James Veterans Home
- Renovate parking lots and sidewalks at Cameron Veterans Home
- Construct storage building and pavilion at St. Louis Veterans Home
- Renovate parking lot and complete fire lane at Mexico Veterans Home
- Construct new security fence at Warrensburg Veterans Home

Central Office Support Goals

2014 Central Office Support Goals:

Central Office –

- Continue providing administrative support for all Missouri Veterans Commission programs

Human Resources –

- Evaluate implementation options with respect to Nurses/Direct Care pay plan based on facility needs. Monitor impact on recruitments/retention
- Implement newly created Human Resources reporting tools
- Develop Data Warehouse Reports to streamline data gathering/analysis and better track payroll expenditures
- Access Data Warehouse training for Human Resources staff
- Implement SAM II training for all Human Resources staff
- Develop on-line Human Resources Best Practices
- Standardize training/orientation for new Missouri Veterans Commission Human Resources staff
- Monitor status of Electronic Timekeeping System and opportunities to implement within Missouri Veterans Commission programs
- Monitor impact of job specification changes on recruitment/retention for Veteran Service Officers and Cemetery Director

Legal –

- Identify risk and develop plans to address risk
- Facilitate implementation of regulations, policies, and best practices as needed

Ombudsman –

- Continue to provide Veterans centered care with timely responses to all inquiries directed to the Ombudsman for resolution
- Continue coordination with all Veteran work peer groups

Outreach –

- Continue participation in statewide Veteran outreach events, such as Yellow Ribbons, briefings, fairs, festivals, and VA Stand Downs
- Continue to identify Student Veteran Organizations and establish and continue relationships

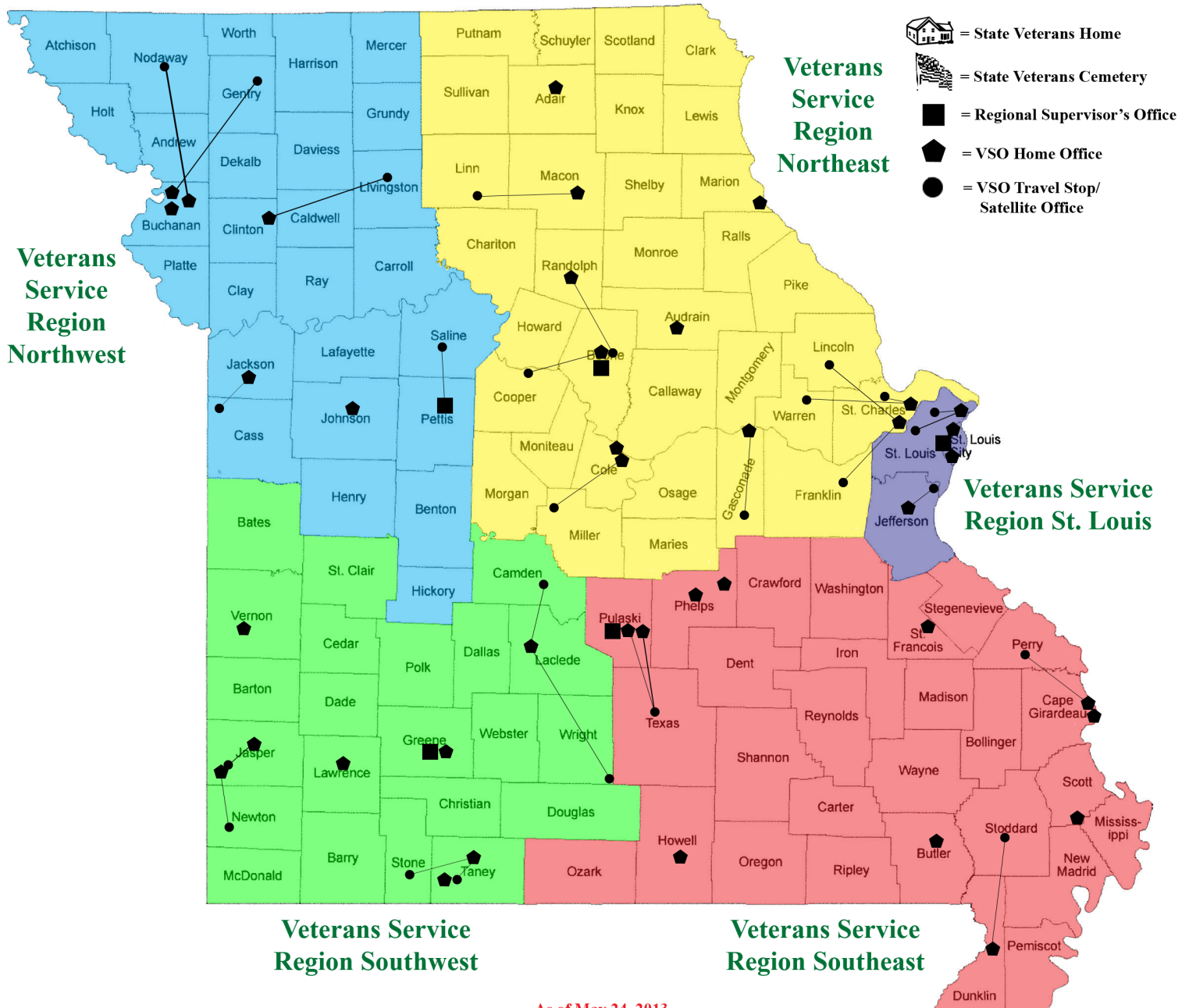
Public Information –

- Expand social media presence to at least one other platform by June 2014
- Continue to work with Veteran Services Program on media outreach in rural areas
- Support core programs with local media interactions

Research –

- Coordinate with accounting staff to illustrate budget projections
- Work with Program Directors/Staff to develop, design, and implement program specific Share Point elements
- Analyze Veterans Survey and employ results for more effective C⁴
- Develop “Missouri Veterans by the Numbers” to project state-wide Veteran trends
- Provide decision support to Program Directors/Staff

Program Locations



Service Officer Directory

Northeast Veterans Service Region

Regional Supervisor	573-882-5135
Adair	660-785-2460
Audrain	573-581-1088 xt. 1258
Boone	573-882-5135
Callaway	573-882-5135
Chariton	660-263-4960
Clark	573-248-2550
Cole	573-751-3779
Cooper	573-882-5135
Franklin	636-949-7900
Gasconade	573-882-5135
Howard	573-882-5135
Knox	660-785-2460
Lewis	573-248-2550
Lincoln	636-949-7900
Linn	660-385-6192
Macon	660-385-6192
Maries	573-751-3779
Marion	573-248-2550
Miller	573-751-3779
Moniteau	573-751-3779
Monroe	660-263-4960
Montgomery	573-581-1088xt. 1258
Morgan	573-751-3779
Osage	573-751-3779
Pike	573-248-2550
Putnam	660-785-2460
Ralls	573-248-2550
Randolph	660-263-4960
Schuyler	660-785-2460
Scotland	660-785-2460
Shelby	573-248-2550
St. Charles	636-949-7900
Sullivan	660-785-2460
Warren	636-949-7900

Southwest Veterans Service Region

Regional Supervisor	417-895-6532
Barry	417-466-7103
Barton	417-359-1515
Bates	417-448-1133
Camden	417-532-6754
Cedar	417-448-1133
Christian	417-895-6532
Dade	417-466-7103
Dallas	417-532-6754
Douglas	417-546-7209
Greene	417-895-6532
Jasper (Carthage)	417-359-1515
Jasper (Joplin)	417-629-3538
Laclede	417-532-6754
Lawrence	417-466-7103
McDonald	417-629-3538
Newton	417-629-3538
Polk	417-895-6532
St. Clair	417-448-1133
Stone	417-546-7209
Taney	417-546-7209
Vernon	417-448-1133
Webster	417-895-6532
Wright	417-532-6754

Northwest Veterans Service Region

Regional Supervisor	660-530-5544
Andrew	816-387-2841
Atchison	816-387-2841
Benton	660-530-5544
Buchanan	816-387-2841
Caldwell	816-632-6010 xt. 236
Carroll	816-632-6010 xt. 236
Cass	816-246-1411 xt. 1030
Clay	816-387-2841
Clinton	816-632-6010 xt. 236
Daviess	816-632-6010 xt. 236
DeKalb	816-632-6010 xt. 236
Gentry	816-387-2841
Grundy	816-632-6010 xt. 236
Harrison	816-632-6010 xt. 236
Henry	660-543-7930
Hickory	660-530-5544
Holt	816-387-2841
Jackson	816-246-1411 xt. 1030
Johnson	660-543-7930
Lafayette	660-543-7930
Livingston	816-632-6010 xt. 236
Mercer	816-632-6010 xt. 236
Nodaway	816-387-2841
Pettis	660-530-5544
Platte	816-387-2841
Ray	660-543-7930
Saline	660-530-5544
Worth	816-387-2841

Southeast Veterans Service Region

Regional Supervisor	573-451-2533
Bollinger	573-290-5752
Butler	573-840-9770
Cape Girardeau	573-290-5752
Carter	573-840-9770
Crawford	573-265-7752 ext. 245
Dent	573-265-7752 ext. 245
Dunklin	573-888-9513
Howell	417-256-3452
Iron	573-218-6130
Madison	573-218-6130
Mississippi	573-472-5350
New Madrid	573-472-5350
Oregon	417-256-3452
Ozark	417-256-3452
Pemiscot	573-888-9513
Perry	573-290-5752
Phelps (St. James)	573-265-7752 ext. 245
Phelps (Rolla)	573-368-2373
Pulaski (Ft. Leonard Wood)	573-596-0193
Pulaski (St. Robert)	573-451-2533
Reynolds	573-218-6130
Ripley	573-840-9770
Scott	573-472-5350
Shannon	417-256-3452
St. Francois	573-218-6130
Ste. Genevieve	573-290-5752
Stoddard	573-888-9513
Texas	573-596-0193
Washington	573-218-6130
Wayne	573-840-9770

St. Louis Veterans Service Region

Regional Supervisor	314-552-9885
Jefferson	636-797-9624
St. Louis City	314-552-9885
St. Louis County	314-340-6389 ext. 428
St. Louis County (Veterans Home)	314-340-6389 ext. 242



Missouri Veterans Commission
205 Jefferson Street, 12th Floor
P.O. Drawer 147
Jefferson City, MO 65102-0147
573-751-3779

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Veterans Homes

St. James	573-265-3271
Mt. Vernon	417-466-7103
Mexico	573-581-1088
Cape Girardeau	573-290-5870
St. Louis	314-340-6389
Cameron	816-632-6010
Warrensburg	660-543-5064

Veterans Cemeteries

Springfield	417-823-3944
Higginsville	660-584-5252
Bloomfield	573-568-3871
Jacksonville	660-295-4237
Ft. Leonard Wood	573-774-3496

Veterans Outreach

Incarcerated Veterans	573-751-3779
Minority Veterans	816-889-3081
Outreach Specialist	573-522-4228
Veteran Ombudsman	573-522-4220
Women Veterans	816-387-2841